K-State Olathe - University Strategic Action and Alignment Plan

1. What is your mission/vision and how does your organization contribute to achieving the University's vision for K-State 2025?

Mission: To be the model and leader of adaptable, interdisciplinary and innovative education, research and public/private engagement in the Kansas City area bridging the University with community, government and industry partners for a sustainable, global, knowledge-based economy

Assumptions: ■ K-State Olathe is an integral component of K-State's multi-campus system (Manhattan, Salina and Global Campuses) ■ This plan aligns with the Kansas State University Strategic and Visionary Plan (http://www.k-state.edu/2025/) ■ In partnership with the Johnson County Education Research Triangle (JCERT) Authority, K-State Olathe will contribute to workforce and economic development through research and graduate education in food, animal health and related sectors, and by supporting existing businesses and attracting new industry ■ Faculty, researchers and instructors at K-State Olathe will be a combination of resident and non-resident, full- and part-time experts, and visitors and adjuncts, supporting graduate education, professional development, research, engagement and economic development initiatives ■ As defined in K-State's 2025 Visionary Plan, "*engagement*" refers to engagement, extension, outreach, and service activities ■ K-State Olathe's educational programs will include (1) existing, unique, and new research- and professional-based degrees (Certificates, Master's, and Doctorates) as well as (2) courses, workshops and intensive training, a high proportion of which will be interdisciplinary and focused on industry needs

2. What are the key activities and outcomes and how do they link to K-State 2025 themes/common elements and outcomes? Identify the University metrics that directly link with your plan in brackets.

Key Activities	Short Term (1 to 5 Years) *Key Outcomes*	Intermediate (6 to 10 Years) *Key Outcomes*	Long Term (11 to 15 Years) *Key Outcomes*

What we plan to do…
 	
Graduate Students
1. Recruit, retain, and support high quality, diverse graduate students, and working professionals/ executives from industries relevant to the region
 	
  a) Design recruitment and retention strategies responsive to the demographics of the potential population, including local, national, and international students and working professionals/executives.
  b) Explore the elimination of tuition barriers for out-of-state and international students.
  c) Develop an Olathe campus based customizable Executive Master's in Science or Applied Science that allows executives/working professionals to select and combine courses in technology/science and transferable skills that meet their needs and build capabilities in creative solution finding (research/project), and cross-generational and global competencies. Build a community of support with effective student services.
  d) Provide outstanding mentorship and advising for our students and executives for their career preparation and/or progression.
	What do we expect to happen in 1 to 5 years?
	
	A. Multiple graduate programs and credit plus non-credit bearing courses, workshops and certificates in high demand areas serving 500+ students (full & part-time) [T3-7 of university Themes]
	
	B. 100+ Certificates and Masters awarded [T3-6]
	
	C. 25+ researchers and instructors representing a range of expertise from the academy, industry, and government
	
	D. Recognition for workforce relevant and ready, innovative models (including educational/instructional technologies; K-12 partnerships) for interdisciplinary teaching, training, research, and engagement
		What do we expect to happen in 6 to 10 years?
		
		A. Increased number of graduate programs and credit plus non-credit bearing courses, workshops and certificates in high demand areas serving 1000+ students (full & part-time) [T3-7]
		
		B. Increased number of Certificates, Master's, and Doctorates awarded [B-5, T3-6]
		
		C. 50+ researchers and instructors representing a range of expertise from the academy, industry, and government
		
		D. National recognition for new models and interdisciplinary teaching, training, research, and engagement
			What do we expect to happen in 11 to 15 years?
			
			A. Graduate programs and credit plus non-credit bearing courses, workshops and certificates in high demand areas serving 2000+ students (full and part-time) [T3-7]
			
			B. Increased number of Certificates, Master's, and Doctorates awarded [B-5, T3-6]
			
			C. 100+ researchers, instructors and staff representing a range of expertise from the academy, industry, and government
			
			D. International recognition for new models and interdisciplinary teaching, training, research, and engagement as well as new paradigms for university engagement

Faculty and Staff
2. Use innovative strategies to recruit, promote, and retain a highly talented pool of diverse faculty, researchers, instructors and staff. Promote the non-tenure track model and a change-driven dynamic culture responsive to industry needs
 	
   a) Pursue interdisciplinary coordinated hires and joint appointments across different departments, institutions and with industry.
   b) Deliberately design new models to incorporate non-traditional faculty/researchers/instructors and capitalize on industry/government expertise.
	E. Increased strategic partnerships with industry and government to provide high-level learning and experiential training opportunities for graduate students and working professionals/executives [T3-4]	**E. Expanded strategic partnerships with industry and government that provide high-level level learning and experiential training opportunities for graduate students [T3-4]**	**E. National/international recognition for strategic partnerships with industry, community and government**

Interdisciplinary 3. Make interdisciplinary learning a hallmark at K-State Olathe by leveraging, encouraging, and growing interdisciplinary educational and research programs, removing institutional barriers, encouraging a culture of collaboration, and implementing innovative models for teaching/learning, training, and research.	**F. Learners and trainers engaged in collaborative research projects or internships with industry/government [T3-5]** **G. Major interdisciplinary research centers of excellence that support translational research to solve real world problems [T1-1]** **H. Expanded urban Engagement in the KC metro area [T4-4]**	**F. Increased number of graduate students engaged in collaborative research projects or internships with industry/government [T3-5]** **G. Increased number of regionally and nationally recognized interdisciplinary research centers of excellence [T1-1]** **H. Increased Engagement activities in the KC metro area contribute to our recognition as a leader reaching and partnering with urban communities[T4-4]**	**F. Increased number of students engaged in collaborative research projects or internships with industry/government [T3-5]** **G. International recognition and global reputation for interdisciplinary research** **H. Increased Engagement activities in the KC metro area contribute recognition of K-State as a model for the future of land grant institutions**
Structure and Program Development 4. Establish structure for academic authority at K-State Olathe through a School or College (e.g. School for Applied and Interdisciplinary Graduate Studies) to foster campus identity and facilitate development of a new campus model that can be especially responsive to industry, economic development and workforce needs 5. Work with partners to assess, identify, and respond to the needs for regional development including professional and graduate programs, and research that address evolving industry, government, and urban interests, particularly in the Kansas City metro area that aspires to a global, knowledge based economy 6. Expand the graduate, certificate and non-credit programs at K-State Olathe by clarifying guidelines for initial offerings, removing internal and external barriers, and strengthening partnerships to meet rapidly growing industry	**I. K-State Olathe is optimized as a convener for regional development issues and state-of-art conference/symposia venue in the KC metro area** **J. Increased recognition of K-State Olathe as the source of collective expertise, information, and tools to solve complex problems (e.g., societal, political, environmental, business, and health)** **K. Campus recognized as a showcase of sustainable design**	**I. Nationally recognized as a state-of-art conference venue** **J. Regional recognition of K-State Olathe as the source of collective expertise, information, and tools to solve complex problems (e.g., societal, political, environmental, business, and health)** **K. A campus community experience supported by signature facilities, technology, and land use that promotes collaborative learning and working environments, multi-disciplinary work, and industry/governmental partnerships**	**I. Nationally and internationally recognized as a state-of-art conference venue** **J. National/international recognition of K-State Olathe as the source of collective expertise, information, and tools to solve complex problems (e.g., societal, political, environmental, business, and health)**

and professional demands.
 	
7. Actively engage the corporate and government sectors in creating internships, fellowships, and academic programs that take advantage of the presence of K-State Olathe in the Kansas City metro region.
 	
Research
8. Establish major nationally and internationally recognized interdisciplinary research programs and/or centers to support translational research that responds to solving real world problems in collaboration with industry/governmental partners.
 	
9. Develop and implement strategies to identify, support, pursue, administer, and execute a broad spectrum of grant/research funding that capitalizes on the unique opportunities afforded in Johnson County/KC metro and the industry.
 	
Engagement and Outreach
10. Extend the university's local, state, national, and international engagement in the Kansas City metro region efforts by:
 	
  a) expanding outreach activities with urban communities example by providing big or complex data analytics for regional planning and development; and
  b) providing a state-of-the-art conference/symposia venue to bring together experts worldwide to collaborate, learn, and network.
 	
11. Emphasize the importance of K-State Olathe to faculty, students, alumni, and other stakeholders; engage the university community in the evolving future of the campus; and provide regular updates on K-State Olathe progress as part of our multi-campus system.
 	
12. Integrate the long standing relationships, cooperative efforts, partnerships and clientele of the K-State Research and Extension offices in the Kansas City metropolitan area.
	L. Increased funding available beyond JCERT from a growing diverse portfolio of resources (tuition, grants, contracts, state funds and philanthropy)
	
	M. Effective, efficient, and transparent institutional processes and procedures in place to support strategic directions
		L. Increased funding available from a diverse portfolio of resources	**L. Sustainable funding based on a diverse portfolio of resources for K-State Olathe**

13. Expand strategic involvement and integerateK-12 engagement initiatives with educational and research programs to serve Olathe and the greater Kansas City metro area, and in partnership with the Johnson County Research and Extension Office.			
Communication and Marketing 14. Establish, promote, and communicate the identity and image of K-State Olathe as an integral part of our multi-campus system. a) Deploy effective marketing and communication campaigns. b) Utilize the existing clientele of K-State Research and Extension offices in the KC metro area as a marketing option (tool). c) Enlist K-State alumni as "ambassadors" for K-State Olathe. 15. Leverage K-State Olathe as the hub for Kansas State University in the Kansas City area and as the preferred partner for graduate education, workforce development, research partnerships, and technology transfer.			
Institutional Capacity 16. Create/ define a business model with funding/development strategies that leads to sustainable funding, a competitive advantage, strong industry connections/partners, and a diversified funding portfolio with strong extramural funding. 17. Assess, plan, identify, and implement the institutional policies, processes, services, staffing, and technology needed to support strategic directions for K-State Olathe. a) Explore other successful models at similar campuses for "lessons learned". b) Identify the range of student services needed for the target student population. c) Review and build the capacity of university units to support K-State Olathe directions, particularly the Graduate School and the Office of Sponsored Research Programs;			

and

   d) Fully automate the Graduate School administrative processes to better support K-State's graduate students, including those at K-State Olathe.

18. Encourage and engage K-State Colleges, Departments, and faculty to take advantage of the strategic opportunities provided by K-State Olathe to expand and extend their vision and reach.

19. Implement proactive facilities and infrastructure planning responsive to K-State Olathe evolving needs; considering future developments such as interdisciplinary facilities/labs; problem and industry focused, fabrication laboratories; global research centers; classroom, office, and conference space; and accommodations/hotel/conference center.

20. Develop and implement technology plans to optimize connectivity among the three campuses and partners to strengthen collaboration efforts, and support engaging, interactive high-level learning.

2025 Linkages			
2025 Common Elements/Themes	**Short Term (1 to 5 Years)** *2025 Key Outcomes*	**Intermediate (6 to 10 Years)** *2025 Key Outcomes*	**Long Term (11 to 15 Years)** *2025 Key Outcomes*
Theme 1: Research, Scholarly and Creative Activities, and Discovery (RSCAD)	**T1- Increased intellectual and financial capital to support RSCAD** **T1- More clusters/centers of collaborative RSCAD focus** **T1- Increased funding for investigator-based research, research centers, and graduate training grants** **T1- Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities**	**T1-Intellectual and financial capital in place for expanded *RSCAD* efforts** **T1-Greater proportion of nationally and internationally recognized award-winning faculty in *RSCAD* programs** **T1-Nationally and internationally recognized research centers**	**T1-Extramural funding competitive with our benchmark institutions** **T1-Research and development expenditures competitive with benchmark institutions**
Theme 3: Graduate Scholarly Experience	**T3-Engaged graduate students integrated in university life with enhanced visibility and appreciation** **T3-Outstanding mentoring for our**	**T3-Increased participation by our graduate students in unique high level learning and experiential training**	**T3-National and international reputation for outstanding graduates with demonstrable career success**

	graduate students **T3-Expectation of excellence for the graduate scholarly experience** **T3- Increased capacity to secure funding for graduate research and teaching** **T3-Broader spectrum and greater overall number of courses offered at the graduate, and especially at the PhD level** **T3-Expanded partnerships with industry and government to provide high level learning and experiential training opportunities for graduate students** **T3-Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide**	**T3-Expanded reputation for outstanding graduates with the critical skill sets needed to excel in their careers in a global environment** **T3-Increased funding for graduate research and teaching** **T3-Increased number of Doctorates Awarded**	**T3-World-class reputation as a preferred destination for outstanding graduate students** **T3-Stable funding for graduate research and teaching competitive with benchmark institutions** **T3-Doctorates Awarded comparable with benchmark institutions**
Theme 4: Engagement, Extension, Outreach, and Service	**T4-Increased extramural funding for *Engagement* initiatives at the local, state, national, and international level** **T4- Recognition as leaders in *Engagement* within our state and nation** **T4-Enhanced visibility and appreciation for *Engagement* and its interconnectedness with research and education within our university community**	**T4-Exposure on a national level as a leader/partner engaged in significant social, political, health, economic and, environmental issues** **T4-Increased number of graduate students involved in *Engagement*** **T4-Increased appreciation by K-State graduates for lifelong involvement in engagement and service**	**T4-Nationally recognized as a leader in and model for a re-invented and transformed land –grant university integrating research, education, and engagement** **T4-Nationally and internationally recognized as leaders in *Engagement* on a global scale** **T4-Recognized as a leader in *Engagement* reaching both rural and urban communities**
Theme 5: Faculty and Staff	**T5-Effective evaluation processes that result in accountable faculty and staff with a clear understanding of their job expectations and how they contribute to the University's mission**		**T5-Stable funding available for recruitment and retention of top level faculty and staff**
Theme 6: Facilities and Infrastructure	**T6-Responsive, timely, and strategic facilities services aligned with campus operational needs as well as future planning and**	**T6-Adequate office space for all K-State employees equipped to support their work and productivity** **T6-Enhanced campus community**	**T6-High quality, technology enabled, flexible and adaptable classroom space appropriate to the evolving needs of the**

	implementation **T6-Robust and reliable information technology ensuring business continuity and consistent with the achievement of the highest quality levels of support for research, instruction, student services, and administration**	experience and collaborative learning and working environments promoted by facilities that support multidisciplinary work and integrated interaction between students, faculty, researchers, staff, and administrators **T6-Efficient, reliable, and cost-effective central and building utilities with the capacity for expansion as needed to support campus needs and guarantee the safety, comfort, and integrity of our research, animal, and human environments**	learning environment and readily available to K-State faculty and students **T6-High-quality research laboratories and specialty spaces that enhance research and scholarly activities** **T6-Well-maintained buildings, utilities, IT infrastructure, and grounds consistent with the expectations and image of a highly ranked land grant research and teaching institution** **T6-An excellent campus community experience supported by facilities and landscapes that enhance social interaction, learning and collaboration** **T6-Signature facilities that promote collaborative learning and working environments, multidisciplinary work, and integrated interaction between students, faculty, researchers, staff, and administrators**
Common Elements: **Communication and Marketing** **External Constituents** **Funding** **International** **Sustainability** **Technology**		

3. Identify the K-State 2025 Visionary Goal key benchmarks (metrics) that are supported by your action and alignment plan (*please check all that apply***).**

☒ **Total research & development expenditures** ☐ **Endowment pool** ☐ **Number of National Academy members**

☐ **Number of faculty awards** ☒ **Number of doctorates granted annually** ☐ **Freshman to sophomore retention rate**

☐ **Six-year graduation rate** ☐ **Percent of undergraduate students involved in research** ☐ **None**

4a. What resources and/or opportunities exist for your College/Major Unit/Department to achieve its vision and outcomes?
Response:

4b. What resources and/or opportunities are needed for your College/Major Unit/Department to achieve its vision and outcomes?
Response:

5. How do you propose to acquire the resources needed for your College/Major Unit/Department to accomplish its vision and outcomes?
Response:

First draft January 2013; Updated May 2014